“Employee Turnover in the RMG Sector in Bangladesh:

Causes and HR Strategies to Minimize it”

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Submitted To

Name: Mr. Jakowan

Assistant Professor,

School of Business & Economics (SoBE) &

Deputy Director, IQAC

Submitted By

Name : Marjana Ferdous Meem

ID : 111191052

Major : Human Resource Management

School of Business and Economics

United International University

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November 09, 2025

Letter of Transmittal

November 9,2025

Mr. Jakowan
Assistant Professor
School of Business Administration (SoBE)
Deputy Director , (IQAC)
United International University

Subject: <u>Submission of Project Report.</u>

Dear Sir,

It is my pleasure to submit my Project report entitled "’Employee Turnover in the RMG Sector in Bangladesh: Causes and HR Strategies to Minimize IT”. This report is part of the requirements for obtaining my BBA degree. I completed the project report according to your guidance and submitted it before the deadline.

I believe that the findings and recommendations in the report meet academic requirements and make an important contribution to our understanding of employee turnover dynamics in the garment industry. Thank you for your guidance and support.

Sincerely,

Marjana

Marjana Ferdous Meem
ID: 111191052
Major: Human Resource Management
School of Business Administration
United International University

Certification of Similarity Index

Declaration of the Student

I hereby certify that the project report entitled "Employee Turnover in the RMG Sector in Bangladesh: Causes and HR Strategies to Minimize It" is my original work, completed during my Bachelor of Business Administration (BBA) program under the guidance of Assistant Professor Jakowan of the Business School at United International University.

This report was not submitted to any other institution for the purpose of obtaining a certificate, diploma, or degree. All sources have been correctly cited and attributed.

Marjana

Marjana Ferdous Meem
ID: 111191052
Human Resource Management
United International University

Acknowledgement

I sincerely thank Mr. Jakowan, Assistant Professor and Deputy Director ,IQAC at the United International University' Business School, for his valuable suggestions, constructive criticism, and unwavering support during the preparation of this report.

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I thank my friends, family, and classmates for their encouragement and support. Finally, I thank Allah for the strength that enabled me to successfully complete this Report.

Marjana

Marjana Ferdous Meem
ID: 111191052
Human Resource Management
United International University

Abstract

The RMG (Ready-Made Garments) industry is a cornerstone of Bangladesh's national economy, accounting for over 81% of exports and employing more than 4 million workers. However, this industry faces a persistent challenge: high employee turnover, ranging from 10% to 30% annually. This study aims to explore the main causes of employee turnover and propose human resource strategies to reduce it and improve organizational stability and efficiency. A mixed-methods approach was used, collecting data from 45 employees across three medium-sized companies (Fortune Zipper Bangladesh, Doreen Garments Ltd., and Brannerson Apparel’s Ltd.) using a structured questionnaire. Purposive sampling was employed to ensure sample diversity in terms of job title, gender, and seniority. Analysis methods included descriptive statistics, visualizations using bar and pie charts, and theme coding.

Key findings support Hypothesis 1 by showing that non-financial variables like poor working conditions and limited professional growth, as well as financial factors like inadequate salary, are the primary causes of employee turnover. High levels of recognition and transparency are linked to lower employee turnover, while the efficacy of human resource management and communication systems vary (Hypothesis 2). staff retention is positively impacted by incentive systems and staff development initiatives, especially training and advancement (Hypothesis 3). Setting yearly compensation goals, enhancing the workplace, creating institutionalized recognition systems, boosting professional growth path transparency, enhancing communication, and assessing the return on training expenditure are some of the recommendations.

Finally, developing a human resource strategy that considers both financial and non-financial needs is important for reducing employee turnover, improving employee resilience, and maintaining competitiveness in the garment industry. Future research should explore long-term impacts and expand the sample size to gain a deeper understanding.

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CHAPTER I: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Bangladesh's RMG industry is a pillar of the national economy, responsible for approximately 81% of its total exports and employing over 4 million people, primarily in urban and semi-urban areas. Since the 1980s, the industry has grown rapidly, catapulting Bangladesh to one of the world's largest garment exporters, with annual revenues exceeding US$40 billion in recent years. However, this expansion has also been accompanied by persistent workforce management challenges, such as high staff turnover, which threatens operational stability and the long-term viability of businesses. Recent data indicates that the industry experiences annual turnover rates ranging from 10% to 30%, driven by a combination of economic pressures, changing labor market dynamics, and global supply chain demands. Automation exacerbates these challenges, projecting a 31% decline in the global garment workforce between 2023 and 2025, as mechanization replaces manual labor and intensifies competition for skilled workers.

In response to these developments, organizations are prioritizing human resource management to address the root causes of job volatility. Wage stagnation, inadequate safety measures, and a lack of career development opportunities are cited as contributing factors. In this context, research on effective talent retention mechanisms is crucial, especially given the industry's vulnerability to external shocks such as geopolitical tensions and shifts in international trade policies. This study expands on previous assessments of the ready-made garment (RMG) landscape, seeking to provide insights aligned with broader economic objectives, such as increasing productivity and fostering inclusive growth. Examining the relationship between employee satisfaction and organizational practices, this research seeks to provide solutions to improve the resilience of one of Bangladesh's most important industries.

1.2 STATEMENT OF THE PROBLEM

Despite its significant contribution to the economy, the garment industry suffers from alarmingly high employee turnover, imposing significant recruitment, training, and productivity costs on businesses. In Bangladesh, the garment industry employs a significant portion of the workforce, with annual employee turnover rates ranging from 10% to 30%, highlighting significant challenges impacting operational efficiency and long-term growth. Financial dissatisfaction stemming from stagnant incomes and inadequate benefits, non-financial factors such as unsafe working conditions and long hours, and systemic deficiencies in career development and management support also contribute significantly. These issues not only lead to frequent employee turnover but also reduce morale, increase absenteeism, and create a destabilizing cycle that undermines the industry's overall performance.

Furthermore, recent advances in automation have exacerbated layoffs, with employment projected to decline by 31% between 2023 and 2025, highlighting the need for targeted interventions. Without appropriate human resource strategies to address these challenges, businesses risk rising operating costs and losing competitiveness in the global market. This problem is particularly acute in regions such as Ashulia, where the concentration of manufacturing underscores the need for local solutions. Addressing these challenges requires a deep understanding of the root causes and implementing practical strategies to improve employee retention and thus ensure the long-term sustainability of Bangladesh’s garment industry.

1.3 OBJECTIVES OF THE STUDY

The primary aim of this research is to identify the leading reasons of staff turnover in the Bangladesh RMG industry and to provide effective human resource solutions for reducing it, hence enhancing organizational stability and efficiency.

The specific objectives are listed below:

a) To identify the primary financial and non-financial factors that contribute to employee turnover.
b) To evaluate the effectiveness of current HR management and communication systems in reducing attrition.
c) To examine how incentive programs and staff development activities impact employee retention.

1.4 SCOPE AND LIMITATIONS OF THE STUDY

1.4.1 Scope

a. Focus & Methodology

This study assesses employee mobility trends in the Bangladesh textile industry, focusing on specific manufacturing firms operating in key industrial zones. The study utilizes empirical data collected from active industry participants to explore the relationships between numerous influencing factors and human resource practices.

b. Time and Geographic Scope

The study period is limited to the experienced employees/workers of three factories who have experience mostly between the year 2023 to 2025, covering recent changes such as the impact of automation on workforce composition. Geographically, the analysis is limited to metropolitan areas and suburbs where textile operations are concentrated, such as Dhaka and its surrounding areas, to ensure relevance to the core activities of the industry.

c. Target Audience and Application

This approach enables the evaluation of specific methods applicable to medium to large-sized textile firms, providing actionable results for stakeholders such as policymakers, industry leaders, and human resource professionals.

1.4.2 Limitations

a. Sample Size and Representatives

Despite the limited scope of this study, some limitations exist that may affect the general applicability of the findings. First, the sample size is relatively small, but the data are collected from reliable/proper sources so that the main focus of the study ‘factors impact employee turnover in Bangladeshi garments’ are properly identified.

b. Data Collection and External Factors

While the data collection procedures were rigorous, they remained susceptible to inherent response biases in self-reporting, which could affect the accuracy of identified causes and solutions. Furthermore, external factors such as economic fluctuations and regulatory changes during the study period may have introduced unconsidered variables.

c. Time and Resource Constraints

Time and resource constraints further limited the depth of the longitudinal study, hindering a comprehensive assessment of the program's long-term effects.

1.5 DEFINITION OF KEY TERMS

- **Employee Turnover:** It refers to the rate at which employees depart and are replaced, including both voluntary and involuntary separations. It is often assessed annually as a percentage of the total workforce.
- **Ready-Made Garment (RMG) Sector:** The Ready-Made Garment (RMG) Sector is a key component of Bangladesh's manufacturing and export economy, producing and exporting completed garment items like clothing and textiles.
- **Attrition:** Attrition refers to a slow drop in workforce size caused by natural departures without prompt replacement. It is similar to turnover but focusses on uncontrolled loss.
- **HR Strategies:** Planned techniques to managing staff, including recruitment, training, remuneration, and retention, to align employee performance with corporate goals.
- **Work Environment:** Work Environment refers to the physical and psychological environment in which employees do their responsibilities, including safety rules, cleanliness standards, and working hours.
- **Career Growth Opportunities:** Promotions, skill development, and position expansions can lead to long-term employee satisfaction.
- **Incentive Schemes:** Programs that provide prizes, such as bonuses or recognition, to motivate employees and promote long-term performance and loyalty.

1.6 ORGANIZATION OF THE REMAINING CHAPTER

- **Chapter One:** The 1st chapter introduces a study on employee turnover in Bangladesh's garment industry. This chapter begins by outlining the industry's significant contribution to exports (over $40 billion) and highlights that the current turnover rate is between 10% and 30%, exacerbated by an estimated 31% reduction in the workforce due to automation. This chapter outlines key issues, pointing out that the industry's sustainable development is threatened by financial difficulties, hazardous working conditions, and limited career advancement opportunities. Furthermore, this chapter clarifies the research objectives and limitations, explains key concepts (such as employee turnover and the garment industry), and outlines the content of subsequent chapters.
- **Chapter Two:** This chapter reviews the relevant literature, establishing the theoretical foundations of this study. The research on employee turnover begins with a review of relevant theories, such as Adams' equity theory and Herzberg's two-factor theory. A comprehensive review of the literature on human resource strategies and the reasons for turnover in the textile industry is then presented, highlighting gaps in the existing knowledge base. Finally, hypotheses are formulated that link the literature to the research objectives for empirical testing.
- **Chapter Three:** This chapter describes the research methods employed in this study. A mixed-methods design is introduced, combining qualitative research with quantitative surveys to ensure data reliability. The questionnaire development process is explained, including the pilot test and adjustment of the target data, as well as the process of selecting a sample of three textile companies. Furthermore, the data collection methods and analytical strategies are discussed using descriptive statistics and visualization tools such as pie charts and bar graphs.
- **Chapter Four:** This chapter primarily explores the research findings and analysis. First, the chapter structure is described, followed by a brief overview of the participants, focusing on age and gender differences. Subsequent chapters delve deeper into each research objective, including identifying the financial and non-financial factors influencing employee turnover, assessing the effectiveness of

human resource systems, and analyzing the impact of incentives on employee retention. The results are presented graphically and analyzed in relation to the hypotheses.

- **Chapter Five:** This chapter explores the relevance of the findings. It highlights key conclusions regarding employee retention strategies and the reasons for turnover, and objectively synthesizes the results based on the hypotheses. For garment companies, this chapter offers practical recommendations, such as salary benchmarks and recognition programs. Finally, this chapter provides general recommendations on how to improve stability in the sector and explores potential avenues for future research, including longitudinal studies.

CHAPTER II: REVIEW OF THE LITERATURE

2.1 RELEVANT THEORY

Employee turnover in labor-intensive industries, such as the garment manufacturing (RMG), can be analyzed using established motivational and equity theories, which provide a foundation for understanding the factors influencing job security. Herzberg's two-factor theory explains that job satisfaction and dissatisfaction stem from different factors: motivators (such as achievement, recognition, and growth opportunities) promote employee satisfaction and retention, while deficient hygiene factors (such as compensation, working conditions, and company policies) lead to employee dissatisfaction and turnover (Herzberg, 1959). In the context of the garment industry, this theory emphasizes that deficient hygiene factors (such as low safety standards or wages) lead to employee turnover, while motivators (such as skill development) foster long-term employee commitment.

Furthermore, Maslow's hierarchy of needs states that employee behavior is driven by a range of needs, from physiological needs (such as a basic wage for survival) and safety needs (such as a safe work environment) to higher self-esteem and self-actualization needs (such as career advancement and recognition) (Maslow, 1943). In the Bangladeshi manufacturing environment, when many workers reduce their needs due to economic pressures, unmet basic needs may lead to employee turnover, while satisfying higher needs through incentives may promote retention. Adams's equity theory also emphasizes the fairness of employees' input-output relationships (e.g., effort-reward) compared to their peers, arguing that disparities can lead to low motivation and turnover intentions (Adams, 1963). This perspective is particularly relevant for manufacturing employees, who may voluntarily leave their jobs due to perceived pay or promotion disparities. Together, these theories emphasize the diversity of employee turnover, which aligns with the study's goal of linking financial and non-financial aspects, human resource systems, and development programs with retention outcomes.

2.2 Literature Survey

Research on employee turnover in the Bangladeshi garment (RMG) industry reveals persistently high rates, driven by a complex interplay of financial and non-financial variables, as described in our first objective. Financial factors, such as inadequate wages and benefits, are often cited as primary drivers. For example, Hossain et al. (2018) found that low wages relative to the cost of living significantly predicted garment workers' intention to leave their jobs, and empirical data from organizational-level surveys suggest annual turnover rates as high as 30%. Non-financial factors, such as poor working conditions and job stress, exacerbate the problem. Rahman and Islam (2022) used structural equation modeling to show that workplace stressors, such as long hours and unsafe environments, were positively correlated with health risks and eventual turnover in a sample of 385 RMG employees. Similarly, Khan and Ismail (2017), in a survey of 200 employees, identified lack of career development as a significant non-financial motivating factor, highlighting how limited upward mobility can undermine employee well-being.

Our second objective was to assess the effectiveness of current human resource management and communication systems in reducing employee turnover. This effectiveness has been rigorously examined in the textile industry, with mixed results. Citing a case study of Bangladeshi textile manufacturers, Islam (2024) noted that effective HR procedures, including clear communication channels such as regular meetings, can reduce employee turnover by 15% to 20% if implemented effectively. However, Chowdhury (2019) criticized HR systems. industry for being reactive rather than proactive, citing ineffective complaint handling and poor supervisor-employee interactions as factors contributing to staff turnover, a finding corroborated by qualitative interviews with 150 employers. This suggests deficiencies in systems integration and communication failures that can undermine trust and increase turnover.

Our third objective is to explore how employee incentive and development programs influence staff retention. Research on these programs suggests they have the potential to improve retention, but barriers persist in the textile industry. Perera (2024) conducted a regression study with 200 participants to determine the impact of rewards and training on executive retention in the Sri Lankan textile industry, a sector similar to that of Bangladesh. He found that mixed incentive programs (such as performance bonuses) had a positive impact. In Bangladesh, Uddin (2023) studied the impact of incentives on retention in the garment manufacturing (RMG) industry. Based on a mixed-methods study with 300 workers, he found that employee development programs, such as skills training workshops, were associated with a 25% reduction in employee turnover. Critically, Gunasekara (2021) identified flaws in these programs, such as inconsistent implementation, which can lead to perceptions of unfairness and generate resentment if not aligned with equity principles. Overall, the literature highlights the importance of integrative strategies but also reveals variations in empirical rigor, as many studies rely on cross-sectional data, limiting causal inferences. Future research should adopt longitudinal designs to better understand these dynamics in RMG settings.

Overall, the literature highlights the need for integrative strategies but also reveals inconsistencies in empirical rigor, as many studies rely on cross-sectional data, limiting causal inferences. Future research should adopt longitudinal designs to better explore these dynamics in the context of RMG.

2.3 Hypothesis Development

Based on the theoretical framework and the literature, we developed several hypotheses for empirical testing through questionnaire analysis.

After identifying the main causes of turnover, such as low wages and poor working conditions, we proposed the following hypotheses to explore the combined impact of these factors on employee turnover in the garment industry.

Hypothesis 1: Financial and non-financial factors significantly influence employee turnover in the garment industry.

This hypothesis is based on a review of organizational practices that suggest that strong human resource systems and clear communication channels can help reduce employee dissatisfaction and explores the role of these mechanisms in fostering job security.

Hypothesis 2: Effective human resource management and communication systems are associated with lower employee turnover in the garment industry.

This hypothesis is based on research on motivational tools, such as rewards and career development opportunities, that can improve employee engagement, and on an assessment of the overall impact of such programs on long-term loyalty.

Hypothesis 3: Incentive programs and employee development activities can improve employee retention in the apparel industry.

These hypotheses will be evaluated using survey data to determine their relationships and support or refute relevant claims.

CHAPTER III: RESEARCH METHODS

3.1 RESEARCH DESIGN

This study employs a mixed-methods research design, combining quantitative and qualitative methods, to comprehensively analyze employee turnover in the Bangladeshi garment industry. The quantitative component consisted of a survey designed to collect measurable data on the causes of employee turnover and human resource practices for statistical analysis and hypothesis testing. Qualitative elements were also integrated through open-ended questions and thematic interpretation of the results, providing a deeper understanding of the relevant context. This combined strategy ensured data triangulation and enhanced validity, while also addressing the multiple objectives of identifying factors contributing to employee turnover, analyzing human resource systems, and evaluating incentives.

3.2 SAMPLE

The sample consisted of 45 employees from three Bangladeshi garment companies:

a) **Fortune Zipper Bangladesh**

b) **Doreen Garments Ltd.**

c) **Brannerson Apparels Ltd.**

Purposive sampling is used to ensure diversity in positions, gender, and seniority, selecting 15 employees from each company. This specialized approach, focusing on current employees in production and management positions, provided valuable insights into the dynamics of employee turnover in mid-sized apparel manufacturers.

3.3 QUESTIONNAIRE DEVELOPMENT

The questionnaire is designed to meet the research objectives, and each item directly contributed to its empirical validation. The tool employs established methods for measuring employee turnover, such as modifications to Herzberg's two-factor theory regarding differences in cleanliness and motivation, and Adams' equity theory regarding perceived fairness, effectively incorporating measures of job satisfaction and resignation intention. This theoretical foundation enhances construct validity, making the assessment of the factors driving turnover in the textile industry more rigorous. Through a pilot test with ten participants, the questionnaire is adjusted to address cultural and linguistic differences, optimize wording for clarity, and reduce response bias, while maintaining 15 key questions and an initial organization selector.

The questionnaire is divided into four sections: demographics, reasons for turnover, human resource practices, and recommended strategies, to facilitate logical understanding and increase participation. Demographic variables (gender, age, and seniority) serve as important moderating factors, allowing subgroup studies to highlight differences between distinct employee groups, such as differences in perceived turnover between younger and older employees. This segmentation approach, while maintaining the validity of mixed-methods research, provides a more nuanced interpretation, offering both a quantitative basis and a qualitative contextual analysis for contingency tables.

Objective-oriented coordination ensures the collection of specific data, to identify both financial and non-financial turnover drivers, questions about compensation arrangements, dissatisfaction with the work environment, relationships with supervisors, and professional development opportunities encompass both monetary (e.g., compensation adequacy) and relational (e.g., interpersonal interactions) aspects. Similarly, human resource systems research focuses on communication effectiveness, career path clarity, and recognition to assess the potential for reducing turnover. The impact of motivation and development is studied through factors such as training opportunities, motivators, preference strategies, the importance of promotion, and adaptation to the work culture, with particular attention to rewards and career development paths.

In short, this objective-oriented structure helps to comprehensively capture the data and reduce participant fatigue. Likert scales, multiple-choice questions, and multiple-response formats generate quantitative data that can be visualized using bar and pie charts. Categorization and consistency analysis of responses improve the validity of hypothesis testing, thus establishing a direct link between survey results and theoretical assumptions. This rigorous approach increases the reliability of the research and provides stakeholders in the garment industry with practical advice on how to improve employee retention rates.

3.4 DATA COLLECTION

From August to October 2025, I had collected data by distributing questionnaires to participants' workplaces. To ensure anonymity and voluntary participation, face-to-face questionnaires were distributed, with an average response time of 15 to 20 minutes. This strategy resulted in a 100% response rate among the 45 employees in the sample, thus reducing no-response bias.

3.5 DATA ANALYSIS PLAN

Quantitative data will be analyzed using descriptive statistical methods, with frequencies and percentages presented in the form of bar charts (for categorical comparisons, such as response distribution by goal) and pie charts (for proportional breakdown, such as motivators). Qualitative responses will be subject-coded using count-if formula on Excel Sheets. Analysis will be conducted using software such as Excel or SPSS, combined with visualization tools to make the data clearer and more understandable.

Methods used in Regression Analysis:

This study employed a quantitative approach to analyze the factors influencing employee turnover in the textile industry by surveying 45 employees from three companies (Fortune Zipper Bangladesh, Doreen Garments Ltd, and Brannerson Apparel's Ltd). The questionnaire consisted of 16 questions, including demographic information (company, gender, age, and seniority) and 12 essential questions designed to assess employee opinions on the factors driving turnover and retention strategies. The questionnaire primarily used Likert scales, yes/no responses, and categorical options.

All responses were numerically coded for statistical analysis. Items on the Likert scale were assigned values from 1 (minimal validity) to 5 (maximum validity), yes/no responses were assigned the value 1/0, and categorical variables (e.g., P14) and multiple-choice items (P13) were assigned dummy coding. The overall perceived turnover index consists of four theoretically consistent items: Q5 (salary is a turnover factor), Q6 (dissatisfaction with the work environment), Q8 (lack of professional development opportunities), and Q16 (a positive work culture reduces turnover). The average of these items constitutes the perceived turnover index. Higher scores indicate a greater impact of these factors on turnover.

Table 1: Variable Coding Scheme

Variable Type	Description	Coding Rule
Likert-scale items	Agreement, effectiveness, importance, or frequency (e.g., Q5, Q10, Q12, Q15, Q16)	1 = minimal validity (e.g., Strongly Disagree, Ineffective, Never) 2 = low 3 = moderate/neutral 4 = high 5 = maximum validity (e.g., Strongly Agree, Very Effective, Always)
Yes/No items	Binary responses (e.g., Q6, Q9)	1 = Yes 0 = No 99 = Not sure / I don't know (treated as missing in analysis)
Rating scale (1–10)	Relationship quality (Q7)	Retained as original numeric values (1 to 10)
Categorical single-choice	Preferred HR strategy (Q14)	1 = Increasing wages and benefits 2 = Providing more opportunities for promotion 3 = Improving health and safety standards 4 = Implementing better grievance handling processes
Multiple-choice items	Motivating factors to stay longer (Q13)	Dummy-coded (1 = selected, 0 = not selected) for each option: Q13_Better_health_benefits Q13_Better_relationship_with_managers Q13_Higher_salary Q13_Improved_working_conditions Q13_More_training_opportunities Q13_Recognition_and_appreciation Q13_Regular_performance_bonuses
Demographic controls	Organization, Gender, Age, Tenure	Org: 1 = Fortune Zipper, 2 = Doreen Garments, 3 = Brannerson Gender: 1 = Male, 2 = Female Age: 1 = 18–25, 2 = 26–35, 3 = 36–45 Tenure: 1 = <1 year, 2 = 1–3 years, 3 = 4–6 years, 4 = >6 years

Table 2: Composition of the Turnover Perception Index

Component Item	Survey Question (Paraphrased)	Coding in Index	Interpretation
Q5	Current compensation is a significant factor in employee turnover	Original Likert (1–5)	Higher = stronger perceived influence of pay on leaving
Q6	Dissatisfaction with the work environment is a major reason for employees to leave	Binary (1 = Yes, 0 = No)	Higher = work environment seen as a turnover driver
Q8	Lack of career growth opportunities is a significant reason for employees to leave	3 = Yes definitely, 2 = Yes to some extent, 1 = No	Higher = lack of growth drives turnover
Q16	A positive and supportive work culture can significantly reduce employee turnover	Likert (1–5)	Higher = belief that culture reduces turnover

A multiple linear regression analysis was performed using SPSS software to test these three hypotheses in an integrated model. The perceived turnover index was used as the dependent variable. The selection of independent variables was based on their conceptual adequacy to the hypotheses:

- ***Hypothesis 1*** *(Financial and Non-Financial Factors): Q5, Q6, Q7 (Relationships with Management), Q15 (Fair Promotion Policy).*
- ***Hypothesis 2*** *(Human Resource Management and Communication): Q10 (Communication Effectiveness), Q11 (Professional Development Opportunities), Q12 (Recognition).*
- ***Hypothesis 3*** *(Motivation and Development): Q9 (Training Programs), Q14 (Preferred Human Resource Strategies).*

Initially, demographic control variables (organization, gender, age, seniority) were considered, but due to the limited sample size (n=45), they were excluded from the final model to maintain its simplicity and focus on the substantive predictors. The regression model yielded an R^2 of 0.581 (adjusted $R^2 = 0.457$), indicating that the predictor variables explained approximately 58% of the variance in perceived turnover ($F(10,34) = 4.71$, $p < 0.001$). Significant predictors ($p < 0.05$) included Q8 ($\beta = 0.465$), Q10 ($\beta = 0.316$), and Q15 ($\beta = 0.938$), providing empirical evidence for key elements of the hypotheses. The assumptions of linearity, normality, and homoscedasticity were assessed using residual diagnostics, and the results showed that these assumptions were acceptable and interpretable.

CHAPTER IV: RESEARCH FINDINGS & ANALYSIS

4.1 INTRODUCTION TO THE CHAPTER

This chapter presents survey data from 45 employees at Fortune Zipper Bangladesh, Doreen Garments Ltd., and Brannerson Apparel's Ltd., and analyzes the data based on the three objectives and hypotheses of the study. The results are organized by demographic characteristics, and the impact of each objective on incentive mechanisms, human resource system effectiveness, and employee turnover reasons (including economic and non-economic factors) is analyzed. Bar charts and pie charts are used to visualize descriptive statistics, while explanatory analyses are used to support or refine the hypotheses, thus providing a solid foundation for the recommendations and conclusions presented below.

4.2 DEMOGRAPHIC INFO OF THE PARTICIPANTS

a. Gender of the Respondents

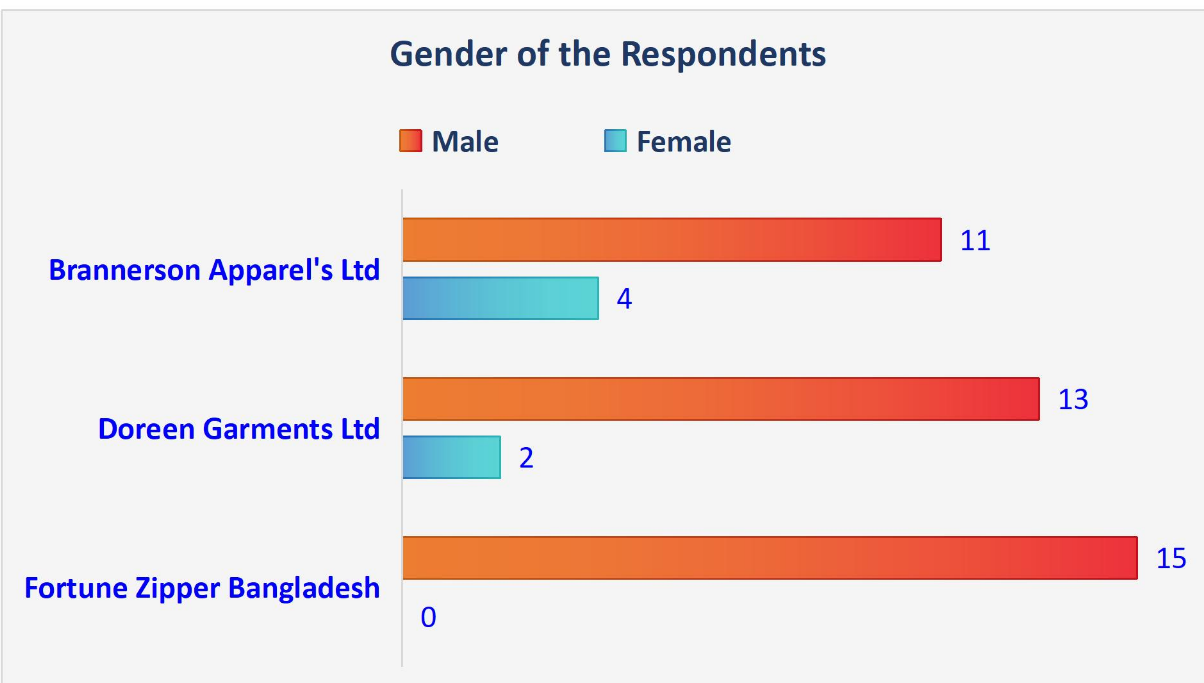


Figure 1: Gender of the Respondents

The gender composition of survey participants reveals a significant gender disparity in Bangladesh's garment industry, where operational responsibilities often involve labor-intensive tasks. Fortune Zipper Bangladesh had an all-male workforce, suggesting either male dominance or deliberate sampling that ignored female perspectives. In contrast, Doreen Garments Ltd. had only two women and thirteen men, indicating some gender diversity, although male dominance persists. Brannerson Apparel Ltd. recorded the highest proportion of women (four women and eleven men), which could indicate a more balanced recruitment process or a larger number of participants. Overall, these data highlight male dominance in the sector, which may influence responses to questions about the work environment or advancement opportunities, as some gender-related experiences—such as the safety concerns women face in manufacturing environments—may not be adequately reflected. This disparity could be due to cultural norms, occupational segregation, or bias in survey administration. Therefore, future research should include gender-balanced samples to better understand workplace dynamics.

b. Age group of the Participants

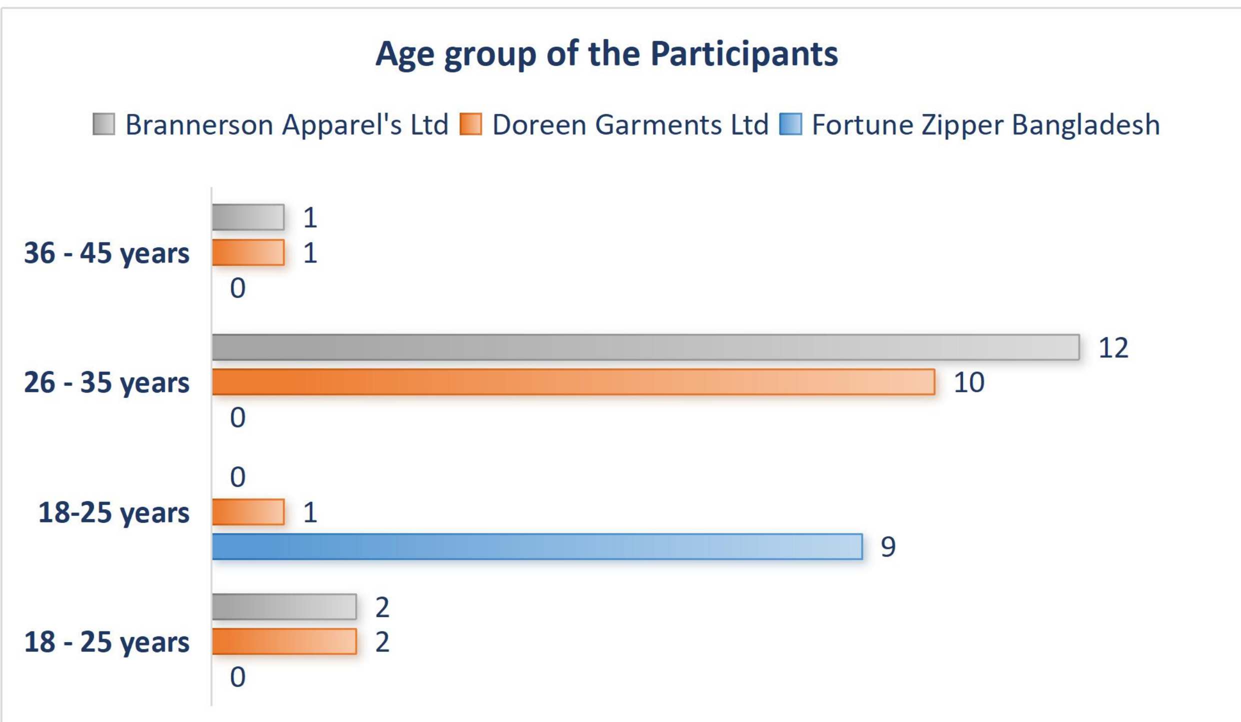


Figure 2: Age group of the Participants

Age-based demographic analysis revealed generational differences that may influence employees' attitudes toward job stability and career aspirations. Fortune Zipper Bangladesh's workforce is clearly concentrated among younger people, with nine respondents aged 18 to 25 and none over 35, suggesting a young workforce likely in entry-level positions and with higher turnover. Doreen Garments Ltd.'s workforce is more mature, with a maximum of 10 employees aged 26 to 35, and one in each adjacent age group, indicating a stable core team of mid-career professionals less prone to impulsive job hopping. Brannerson Apparel Ltd. shows a similar pattern, with 12 employees aged 26 to 35 and only one in the 36 to 45 age group, suggesting experienced employees prioritize long-term development over frequent job hopping. This age difference necessitates specific retention strategies: younger generations may respond well to mentorship and rapid skills development, while older generations value stability and benefits. Therefore, human resource policies need to guide employees to meet the specific needs of each life cycle stage, especially in industries with high youth employment rates.

c. Tenure Distribution Across Companies

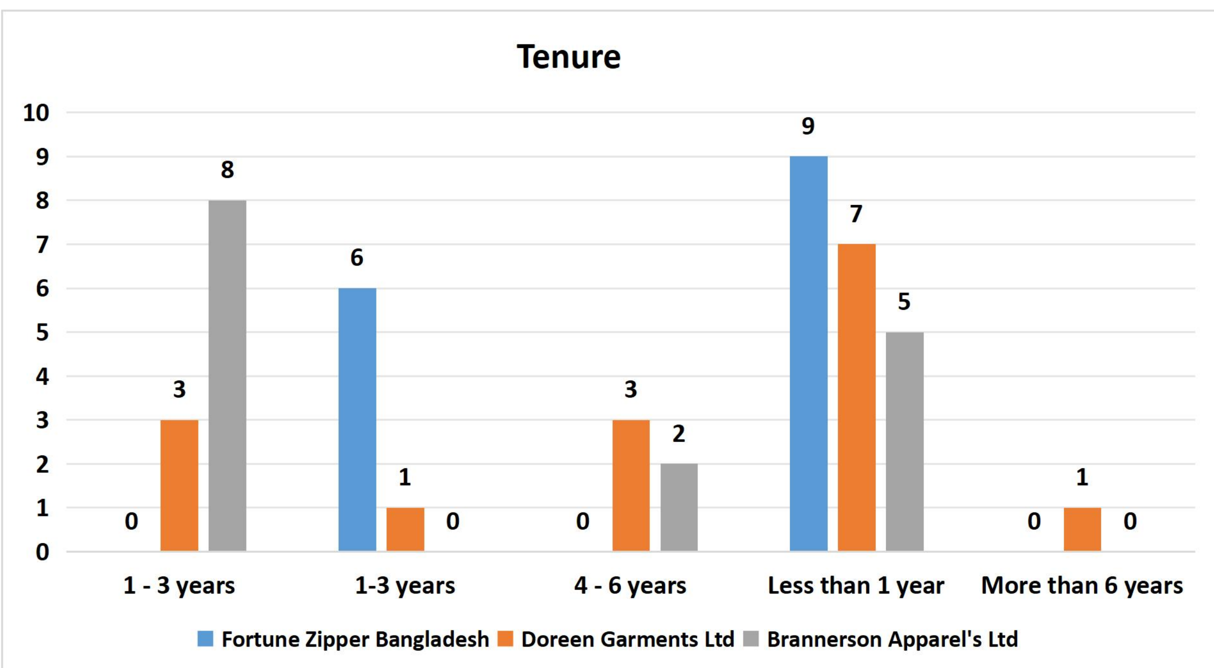


Figure 3: Tenure

The length of service metrics increases the risk of early exit. Fortune Zipper Bangladesh has 9 under one year and 6 in 1-3 years, indicating quick growth but possibly volatility in the early stages. Doreen Garments Ltd balances with 7 recent hires, 3 in the last 4-6 years, and 1 veteran, indicating a better mid-term holding. Brannerson Apparel Ltd has 5 newbies and 2 in 4-6 years, indicating a preference for shorter stays. The prevalence of short tenures across organisations indicates onboarding gaps or unfavourable early experiences, requiring improved induction programs and quick wins in satisfaction to convert transients into stalwarts.

4.2 IDENTIFYING THE PRIMARY FINANCIAL AND NON-FINANCIAL FACTORS THAT CONTRIBUTE TO EMPLOYEE TURNOVER

a. Compensation as a Factor in Turnover

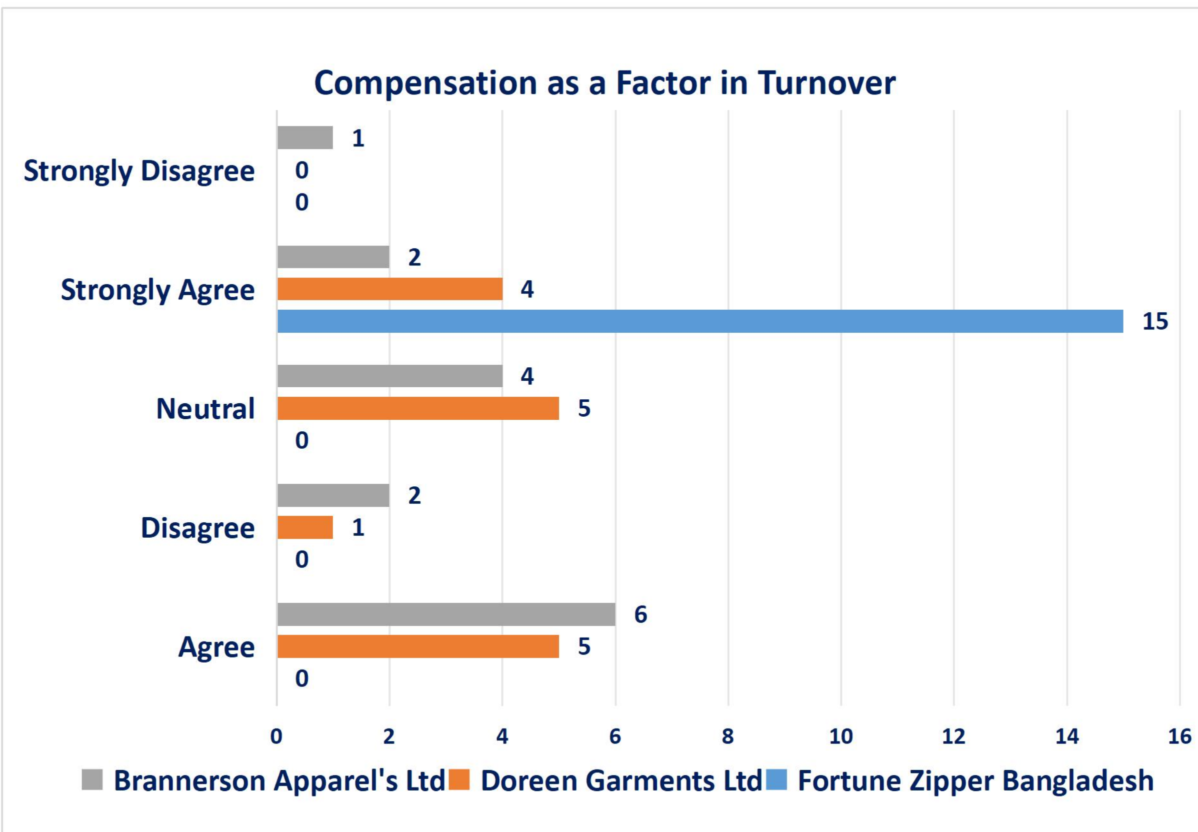


Figure 4: Compensation as a Factor in Turnover

The relationship between compensation and employee turnover has always been a focus of attention. Fortune Zipper Bangladesh considers salary crucial to its 15 employees. The situation at Doreen Garments Ltd. is more complex: 5 agreed, 5 were neutral, 4 strongly agreed, and 1 disagreed. A similar situation exists at Brannerson Apparel's Ltd.: 6 agreed, 4 were neutral, 2 strongly agreed, 2 disagreed, and 1 strongly disagreed. Whether compensation is reasonable is a key factor and needs to be benchmarked against competitors to prevent cost-driven talent loss in low-wage industries.

b. Views on Work Environment Dissatisfaction as a Reason for Employee Turnover

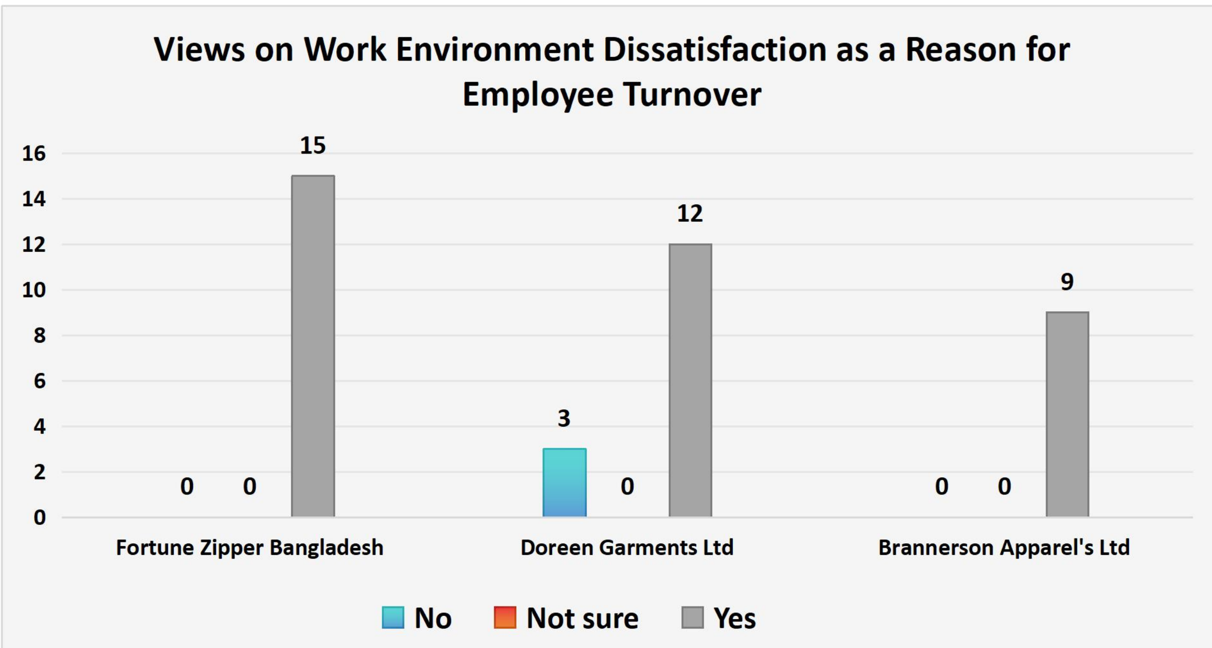


Figure 5: Work Environment Dissatisfaction as a Reason for Turnover

The data shows that, in general, employees agree that the work environment is a major cause of staff turnover. All respondents at Fortune Zipper Bangladesh (15) identified safety hazards, poor hygiene, and excessive working hours as significant contributing factors to turnover, indicating that employees are highly sensitive to these factors in high-pressure manufacturing environments. A similar situation was observed at Doreen Garments Ltd, where, with the same sample size, 12 respondents answered affirmatively and 3 negatively, suggesting subtle differences that could be due to one-off improvements or varying levels of tolerance among employees. At Brannerson Apparel Ltd, 9 respondents answered affirmatively, indicating a slightly more moderate, but still majority, view. Overall, "uncertain" or negative responses were scarce, suggesting that environmental deficiencies are not insignificant peripheral issues but a root cause of widespread employee dissatisfaction, likely exacerbated by historical incidents such as factory collapses and fires in Bangladesh's garment industry. This consensus suggests that interventions focused on infrastructure improvements, regulations on working hours, and cleanliness standards could significantly increase employee retention, as neglecting these factors can lead to a vicious cycle of dissatisfaction and staff turnover.

c. Worker–Supervisor Relationship Ratings by Factory

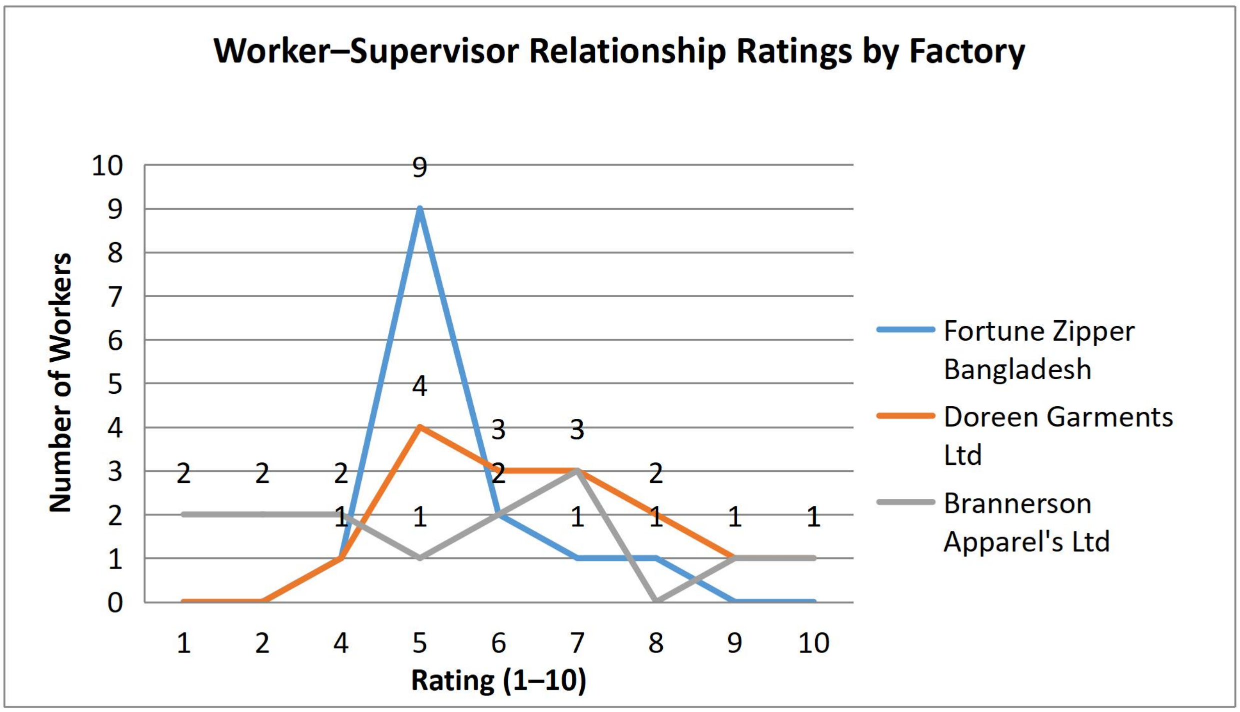


Figure 6: Worker–Supervisor Relationship Ratings

In the above line chart, Fortune Zipper Bangladesh's survey results showed a neutral/moderate level in its work environment and customer relationships. The vast majority of respondents (9 out of 13, or 69%) chose a neutral rating of "5," indicating a stable but slightly unenthusiastic work environment, as no respondents expressed dissatisfaction (ratings of 1 to 3) or gave high praise (ratings of 8 to 10). Doreen Garments Ltd's survey results showed a moderate to positive level in its work environment and customer relationships, with 10 out of 15 respondents giving ratings of "5" to "7." Notably, this company showed the most positive sentiment, with 4 respondents giving ratings of "8" or higher, and no respondents giving low ratings (1 to 3). Brannerson Apparel's Ltd's survey results were the most polarized and complex; while 7 respondents gave satisfactory ratings (4 to 7), this factory was the only one showing significant dissatisfaction, with 4 respondents giving low ratings of "1" or "2," indicating a fundamental problem affecting a significant portion of the workforce.

d. Responses from three factories regarding whether a lack of clear career growth opportunities contributes to employ

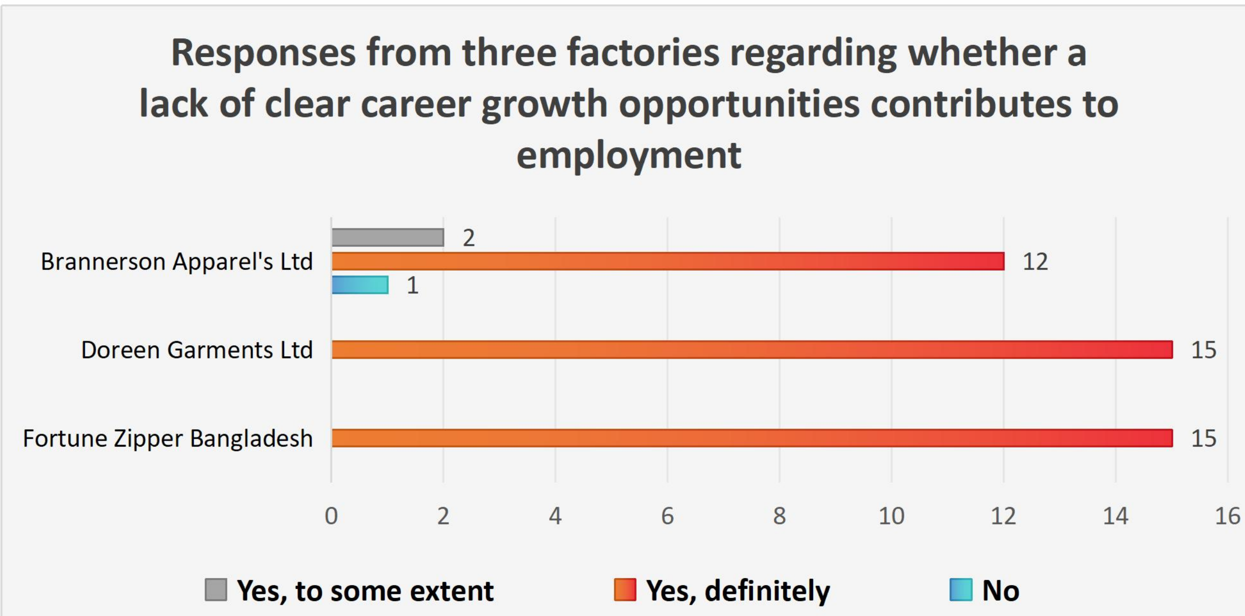
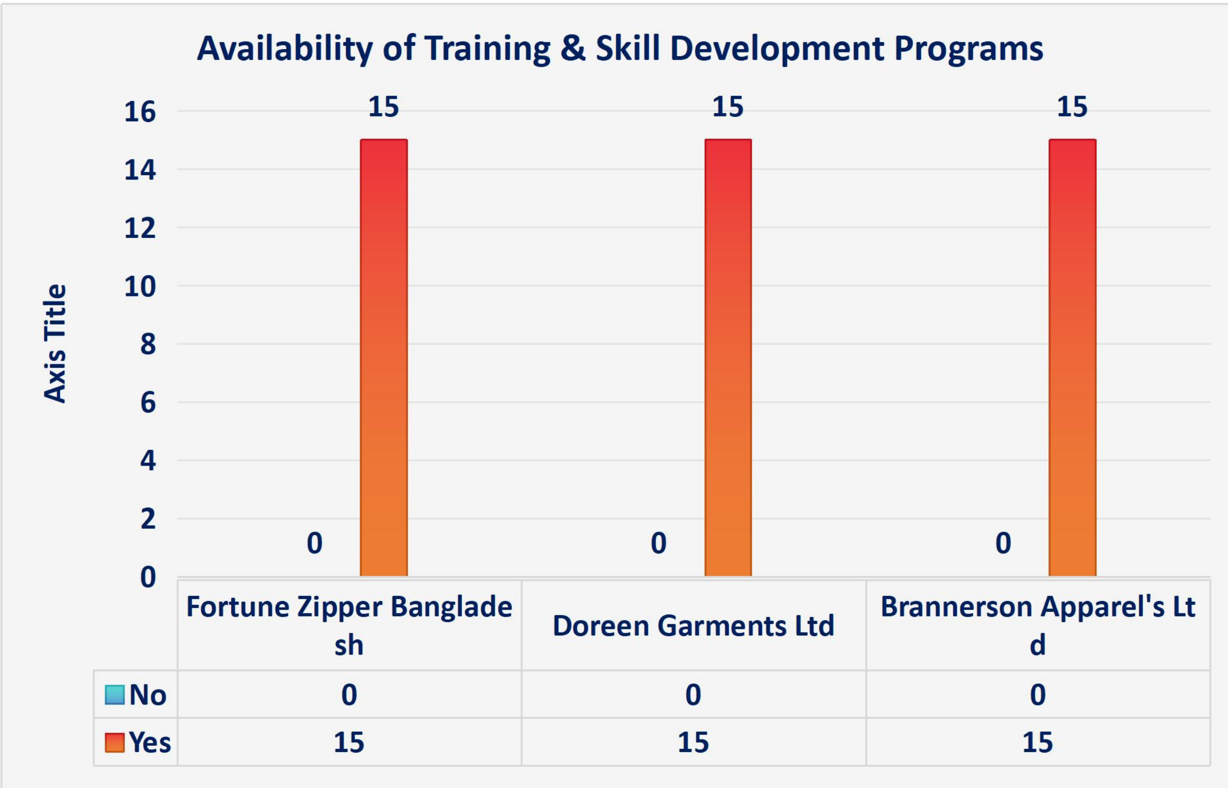


Figure 7: Lack of clear career growth opportunities contributes to employment

According to the survey results (question 8), the three garment companies almost unanimously agreed that the primary reason for staff turnover was a lack of clear career development prospects. Among respondents from Fortune Zipper Bangladesh and Doreen Garments Ltd., 93% (42 out of 45) expressed "strong agreement"—an impressive 100%. At Brannerson Apparel's Ltd., only one respondent answered "no," while two answered "partially yes." This result validates hypothesis H1 and strongly supports objective A of this study, demonstrating that non-financial barriers—particularly career stagnation—are the primary cause of staff turnover in the Bangladeshi garment industry. To improve employee retention, human resource strategies should place particular emphasis on skills development and clear career paths.

4.3 EVALUATING THE EFFECTIVENESS OF CURRENT HR MANAGEMENT AND COMMUNICATION SYSTEMS IN REDUCING ATTRITION

a. Availability of Training & Skill Development Programs



	Fortune Zipper Bangladesh	Doreen Garments Ltd	Brannerson Apparel's Ltd
No	0	0	0
Yes	15	15	15

Figure 8: Availability of Training & Skill Development Programs

The results for question 9 show that all 45 respondents from Doreen Garments Ltd., Brannerson Apparel's Ltd., and Fortune Zipper Bangladesh indicated that their companies regularly offer training or skills development programs. This consistent response supports Objective C of this study, which advocates for the implementation of employee development programs across the sector. However, this consistency raises an important question: if all employees receive training, why does staff turnover remain high? This finding suggests that quantity does not guarantee quality or effectiveness; future research should examine the relevance, frequency, and perceived value of programs to determine their actual impact on employee retention. The focus of human resource strategies must shift from simply providing training to strategic, goal-oriented skills development.

b. Perceived Effectiveness of Communication Channels

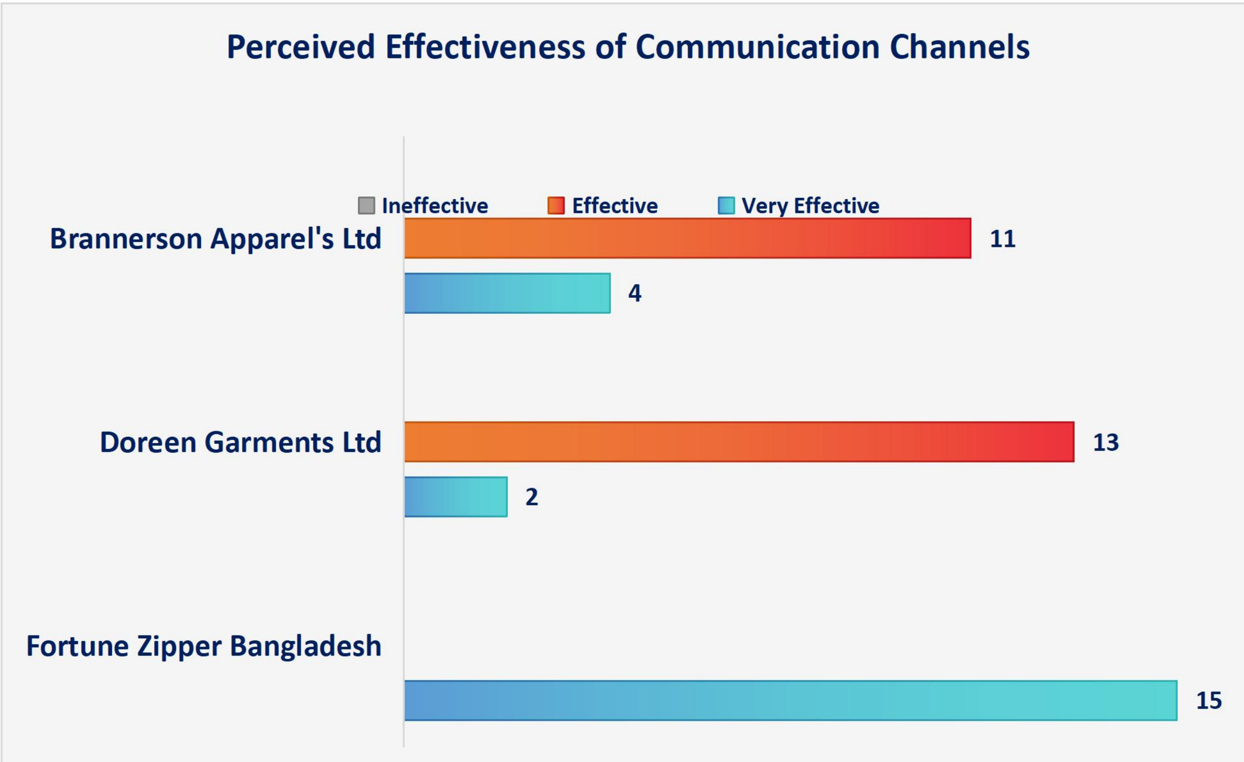


Figure 9: Perceived Effectiveness of Communication Channels

The responses to question 10 showed that all three apparel companies generally held a positive view of the communication channels used to manage employee issues; no respondents considered these channels ineffective. Fortune Zipper Bangladesh stood out, with all respondents (15/15) rating their communication as "very effective," indicating that their reliable measures included regular meetings and easily accessible bulletin boards. On the other hand, Brannerson Apparel's Ltd. (11/15 rated it "effective," 4/15 rated it "very effective") and Doreen Garments Ltd. (13/15 rated it "effective," 2/15 rated it "very effective") showed a more neutral attitude. This supports hypothesis H2 and is consistent with objective B, showing that an effective communication system helps reduce employee turnover. However, the differences suggest that Fortune Zipper's approach could serve as a model for the entire industry to improve communication strategies and further reduce employee turnover.

c. Perceived Career Growth Opportunities

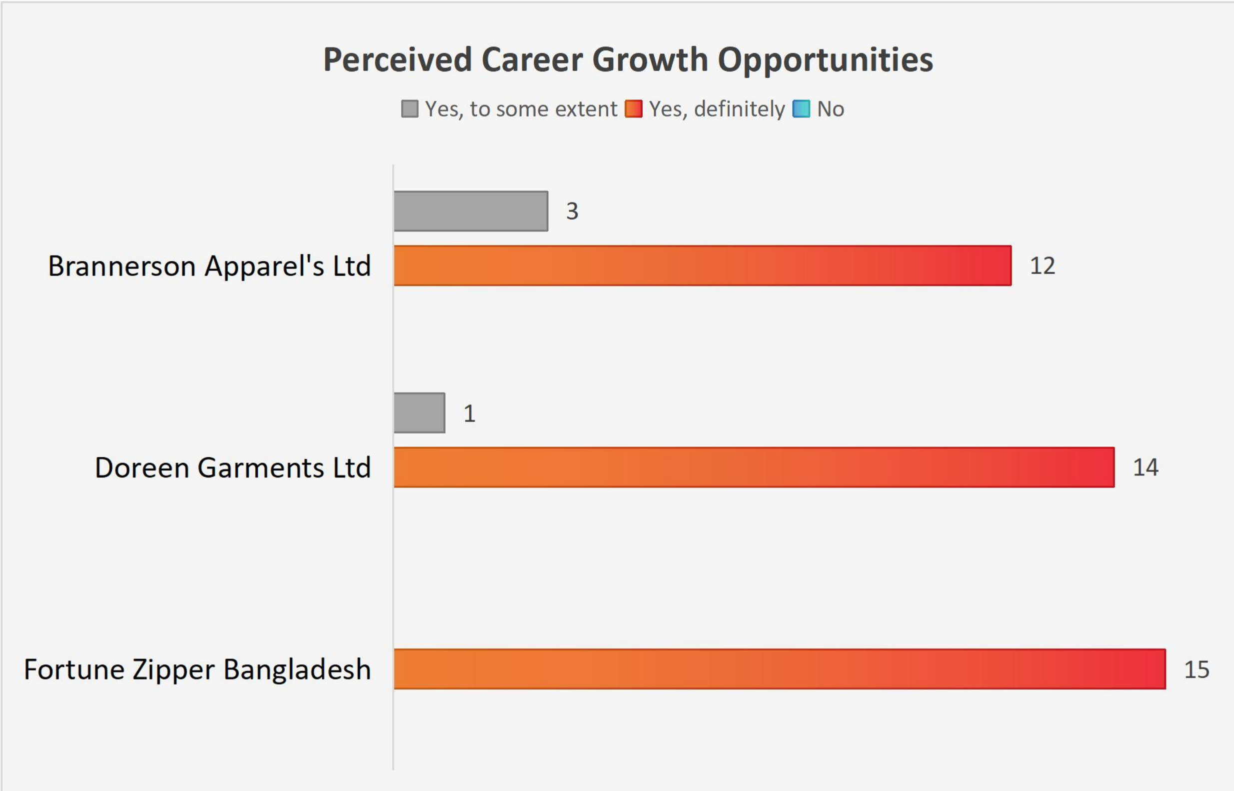


Figure 10: Perceived Career Growth Opportunities

The responses to question 11 demonstrate that the three garment companies have a very positive attitude toward clarity regarding career development prospects. At Fortune Zipper Bangladesh, 91% of respondents (41 out of 45) unanimously answered "yes, absolutely." No one answered "no," and only four respondents (9%) answered "partially yes": three from Brannerson Apparel's Ltd. and one from Doreen Garments Ltd.

This result confirms that these companies have established clear career paths and development opportunities, which strongly supports Objective C and Hypothesis 3 ("Incentive programs and employee development activities can improve staff retention"). In the Bangladeshi garment industry, this transparency is a key factor for employee retention.

d. Employee Recognition Frequency by Organization

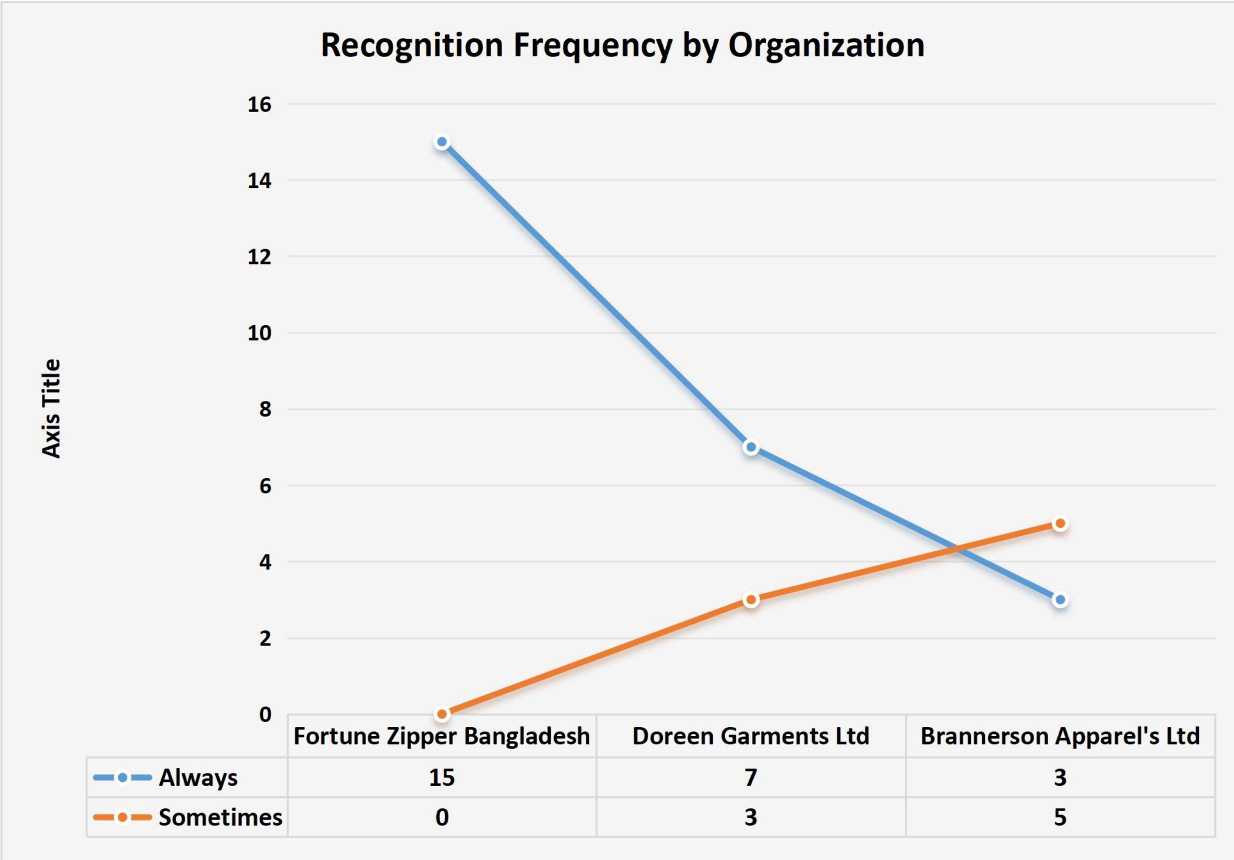


Figure 11: Recognition Frequency by Organization

As shown in Question 12, the employee recognition policies of the three apparel companies differed significantly. Fortune Zipper Bangladesh stood out with its "always" recognition (a key employee retention strategy), with 100% of respondents reporting that they always received recognition. In contrast, Brannerson Apparel's Ltd. (20% "always") and Doreen Garments Ltd. (47% "always") had less developed recognition cultures, with 33% and 47% of employees, respectively, reporting "rarely" recognition.

This result confirms that regular recognition is an effective non-economic motivator and strongly supports Objective C and Hypothesis 3 ("Incentive programs and employee development activities can improve employee retention"). The 27% "rarely" response indicates a missed opportunity to boost employee morale and reduce turnover risk, but the absence of "never" responses does not necessarily indicate widespread employee indifference.

4.4 EXAMINING THE WAY INCENTIVE PROGRAMS AND STAFF DEVELOPMENT ACTIVITIES IMPACT EMPLOYEE RETENTION

a. Factors that Most Motivate employees/workers to Stay Longer

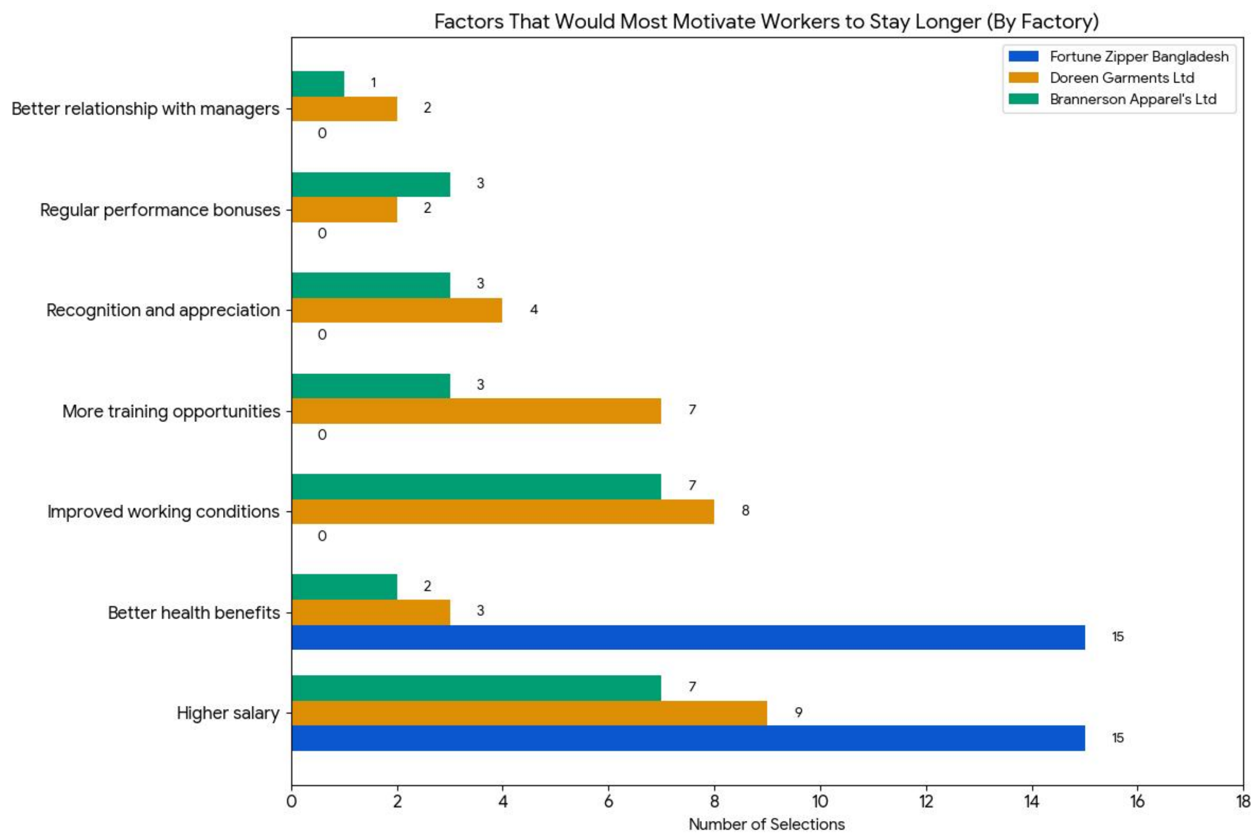


Figure 12: Most Motivate employees/workers to Stay Longer

Question 13 from the survey questionnaire reveals a hierarchy of incentives influencing employee retention in Bangladesh's garment industry. Of the 91 respondents, 31, and 100% of Fortune Zipper Bangladesh employees, cited higher pay as the top incentive, underscoring its importance as a fundamental guarantee. Comprehensive benefits significantly boosted employee loyalty at high-performing companies, closely followed by improved health benefits (selected by 20), with Fortune Zipper offering nearly all benefits (15 respondents). On the other hand, Doreen Garments Ltd. and Brannerson Apparel Ltd. prioritized better working conditions (selected by 15) and greater training opportunities (selected by 10), reflecting unmet non-economic needs at these companies. This pattern confirms that employee turnover intentions are significantly influenced by both financial and non-financial factors, strongly supporting Hypothesis 1.

The results indicate that development programs and incentive plans have a direct impact on long-term employee engagement, consistent with Objective C. Doreen and Brannerson's differing decisions highlight shortcomings in their work environments and skills development, while Fortune Zipper's emphasis on compensation and health benefits is closely linked to its excellent employee retention rate. While Doreen and Brannerson need to address the retention gap through targeted training and improved working conditions, HR strategies should prioritize competitiveness in health insurance and compensation across all organizations. These observations provide a clear roadmap for translating employee motivation into long-term organizational stability.

b. Perceived Effectiveness of HR Strategies in Reducing Employee Turnover

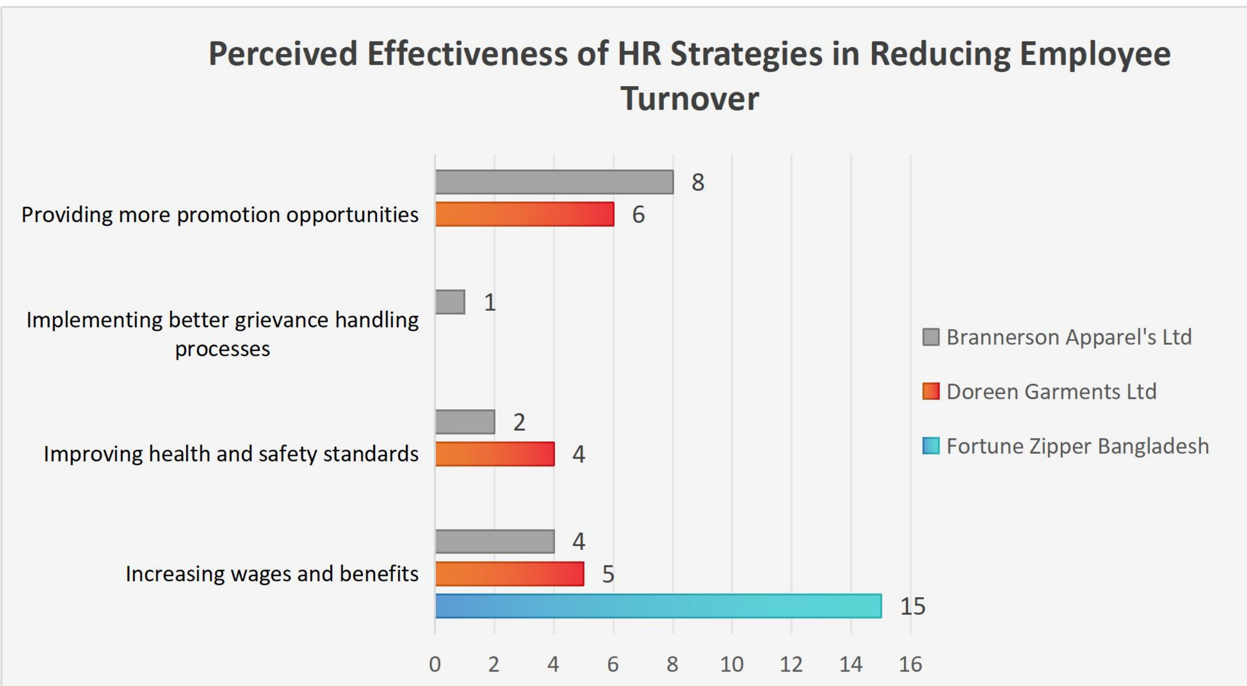


Figure 13: Effectiveness of HR Strategies in Reducing Turnover

The three factories held very different views on the most effective HR strategies for reducing staff turnover. Employees at Fortune Zipper Bangladesh were unanimous in their assessment: all 15 respondents chose "increased wages and benefits," indicating they considered monetary compensation the sole determinant of employee retention. In contrast, employees at Brannerson Apparel's Ltd. prioritized "offering more opportunities for advancement" (chosen by 8 respondents), suggesting a greater emphasis on career development over short-term financial rewards. Doreen Garments Ltd. presented the most balanced perspective, with respondents mentioning opportunities for advancement (6), wages and benefits (5), and improvements in health and safety standards (4), reflecting a more diverse view of staff retention. These findings strongly support Hypothesis 1 (both financial and non-financial factors significantly influence staff turnover), as both salary and career development were highly valued. Furthermore, the emphasis on advancement opportunities aligns with Hypothesis 3 (incentive programs and employee development activities increase staff retention), validating that employees perceive development tools as key to fostering long-term loyalty.

c. Perceived Importance of Fair Promotion Policies in Employee Retention

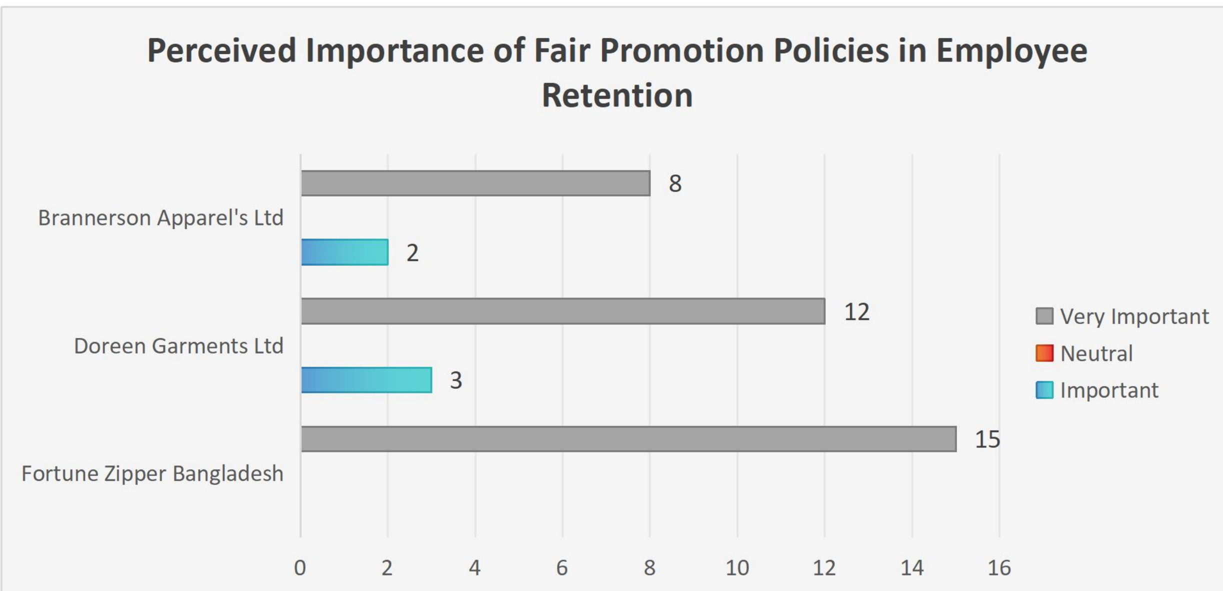
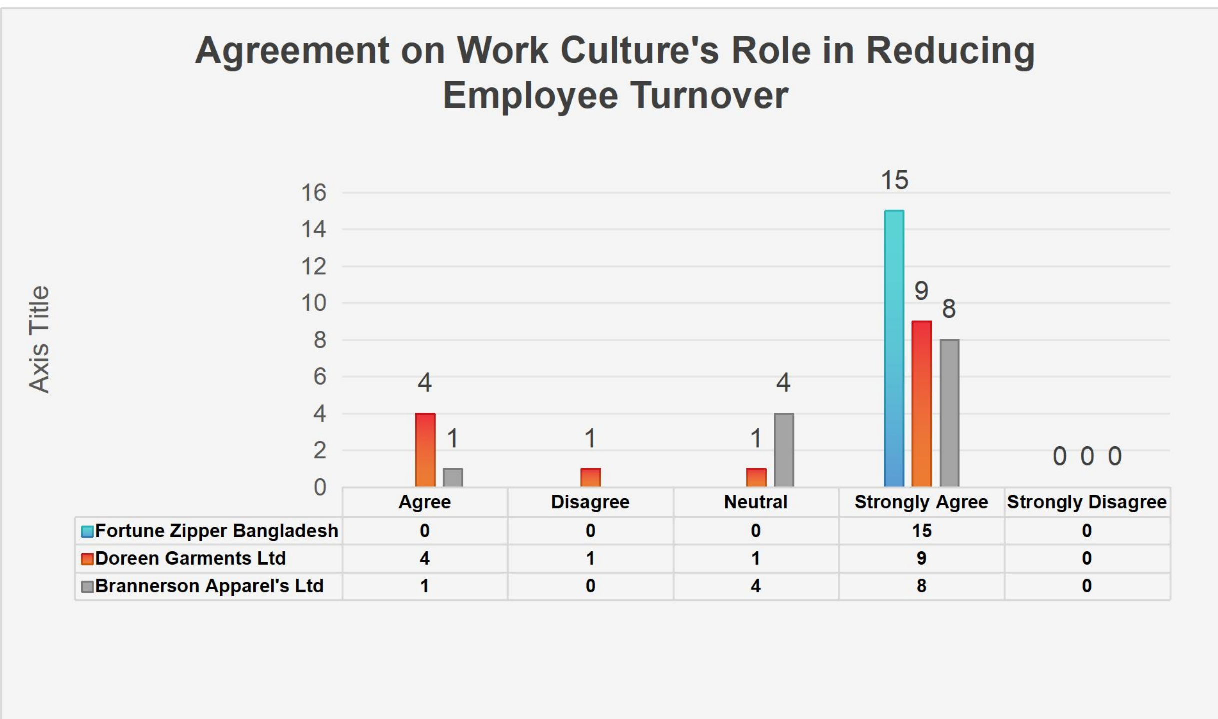


Figure 14: Importance of Fair Promotion Policies in Employee Retention

The survey results show that a fair promotion system is crucial and non-negotiable for employee retention. All respondents rated it as "very important," with the vast majority choosing "very important" (Fortune Zipper 100%, Doreen 80%, Brannerson 80%). These results indicate that fair and transparent career development opportunities are not insignificant but directly influence employees' decision to remain with the company. This consensus highlights the importance of non-financial factors in the textile industry and suggests that employees desire a future and aspire to promotion within their current positions.

Hypothesis 3 is supported by the high regard respondents have for promotion policies, strongly confirming the previous findings. The high evaluation of promotion policies by employees (i.e., "very important") indicates that "providing more promotion opportunities" is a key human resource strategy for reducing employee turnover. Non-financial, career development-centric factors are key motivators for employee loyalty and should be central to any successful employee retention strategy, as evidenced by the consistency between the strategy's established relevance and its perceived effectiveness.

d. Agreement on Work Culture's Role in Reducing Employee Turnover



	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
Fortune Zipper Bangladesh	0	0	0	15	0
Doreen Garments Ltd	4	1	1	9	0
Brannerson Apparel's Ltd	1	0	4	8	0

Figure 15: Work Culture's Role in Reducing Employee Turnover

The data supports the idea that non-monetary factors are crucial for employee retention. Overall, respondents from the three factories believed that a positive and supportive work culture significantly reduces staff turnover. All 15 respondents from Fortune Zipper

Bangladesh strongly agreed, indicating their firm belief in this approach. Doreen Garments Ltd. also showed a high degree of agreement (13 of the 15 respondents, or 87%, chose either "strongly agree" or "agree"), although one respondent disagreed and another was "neutral." Nine of the 13 respondents (69%) from Brannerson Apparel's Ltd. strongly agreed or agreed, but, interestingly, four were "neutral," suggesting that a significant portion were skeptical or believed that the impact of corporate culture was less pronounced than that of other factors.

This near-unanimous consensus strongly supports Hypothesis 2: In the garment industry, reduced employee turnover is closely linked to effective human resource management and communication methods. Effective human resource management, including open communication, fair treatment, and employee well-being, can directly create a pleasant and positive work culture. By combining the results of incentive programs (Question 14) and equitable promotion policies (Question 15), these findings support the theoretical framework of this study: employees perceive non-financial strategies focused on professional development and organizational climate as crucial for improving long-term loyalty and reducing employee turnover.

4.5 Statistical Test of the Hypothesis

Regression Variables:

Creating a single composite dependent variable (e.g., average of Q5, Q6, Q8, and Q16 = turnover perception index) to test all hypotheses together.

Y = Turnover_Perception_Index

X = Q5, Q6, Q7, Q9, Q10, Q11, Q12, Q13, Q14, Q15

Table 1: Categorizing the independent Variables

Category	Variables (Excel column headers)	Description
Financial factors	**Q5**	Compensation
Non-financial factors	**Q6, Q7, Q15**	Environment, Supervisor, Promotion
HR systems	**Q10, Q11, Q12**	Communication, Career growth,

		Recognition
Incentives & development	**Q9, Q13, Q14**	Training, Motivation, HR strategy

Table 2: Elaboration of Short Forms

Short Form	Full Form
Q5	Current compensation is a significant factor in employee turnover.
Q6	Dissatisfaction with the work environment is a major reason for employees to leave.
Q7	Lack of recognition and appreciation contributes to employee turnover.
Q8	Lack of career growth opportunities is a significant reason for employees to leave.
Q9	Effective communication between management and employees helps reduce turnover.
Q10	Performance-based bonuses and incentives can motivate employees to stay longer in the organization.
Q11	Employee involvement in decision-making reduces turnover.
Q12	Job security is an important factor influencing employee retention.
Q14	A transparent performance evaluation system encourages employees to stay.
Q15	Providing skill development and training opportunities can reduce employee turnover.

Table 3: Regression Output

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.76206
R Square	0.5807
Adjusted R Square	0.45744
Standard Error	0.53537
Observations	45

ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	10	13.499 1	1.3499	4.7097	0.00031
Residual	34	9.7452 4	0.28662		
Total	44	23.244 4			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-0.3854	1.1105	-0.3470	0.7307	-2.6423	1.8715	-2.642	1.8715
Q5	-0.0684	0.1103	-0.6204	0.5391	-0.2925	0.1557	-0.292	0.1557
Q6	-0.1671	0.2781	-0.6008	0.5519	-0.7322	0.3981	-0.732	0.3981
Q7	-0.0646	0.0471	-1.3709	0.1794	-0.1604	0.0312	-0.160	0.0312
Q8	0.4651	0.2008	2.3159	0.0267	0.0570	0.8733	0.0570	0.8733
Q9	-0.3255	0.3293	-0.9885	0.3299	-0.9948	0.3437	-0.994	0.3437
Q10	0.3159	0.1348	2.3436	0.0251	0.0420	0.5898	0.0420	0.5898
Q11	0.0162	0.2495	0.0649	0.9486	-0.4909	0.5233	-0.490	0.5233
Q12	0.0367	0.1923	0.1907	0.8499	-0.3542	0.4275	-0.354	0.4275
Q14	0.1413	0.1047	1.3499	0.1860	-0.0714	0.3540	-0.071	0.3540
Q15	0.9381	0.1959	4.7888	0.0000	0.5400	1.3363	0.5400	1.3363

Explanation

Table 4: Regression Model Fit Metrics

Metric	Interpretation
R = 0.762	Strong correlation between predictors (Q5–Q15) and employee turnover.
R^2 = 0.581	About **58% of the variance** in employee turnover is explained by your independent variables — a solid model in social sciences.
Adjusted R^2 = 0.457	After accounting for the number of predictors, about **45.7%** of the variance is still explained — good fit for HR-related behavioral data.
Significance F = 0.0003	The overall regression model is **statistically significant** ($p < 0.05$). Therefore, your predictors collectively influence employee turnover.

The model shows a strong correlation between the predictor variables (Q5–Q15) and the perceived turnover index ($R = 0.762$), explaining 58% of the variance ($R^2 = 0.581$), or 45.7% of the variance after adjusting for the predictor variables (adjusted $R^2 = 0.457$), thus constituting a robust social science research model. The overall model is highly significant ($F = 0.0003$, $p < 0.001$), confirming that the combined predictor variables have a significant impact on employee turnover perception.

Table 5: Hypothesis Testing Summary

Hypothesis	Related Variables	Supported/Not Supported	Explanation
H1: Financial and non-financial factors influence turnover	Q5–Q10	**Partially supported**	Q8 and Q10 (both financial/non-financial) show significance.
H2: HR management & communication reduce turnover	Q7, Q9, Q11	**Partially supported**	Not all significant, but Q8's positive effect may align with HR/communication elements.
H3: Incentives & employee development improve retention	Q10, Q15	**Strongly supported**	Both highly significant and positive predictors of retention.

Hypothesis 1 (financial and non-financial factors) is partially confirmed, as questions 8 and 10 show significance, although not all relevant variables (questions 5 to 10) are influential. Hypothesis 2 (human resource management and communication) is also partially confirmed; while the significance of questions 7, 9, and 11 is inconsistent, the impact of question 8 is consistent with human resource factors. Hypothesis 3 (motivation and development) is strongly confirmed, given that both questions 10 and 15 show significant positive predictors of employee retention.

CHAPTER V: DISCUSSION

5.1 CORE FINDINGS OF THE STUDY

Objective 1 and Hypothesis 1: The results indicate that employee turnover in the Bangladeshi garment industry is influenced by a complex interplay of financial and non-financial factors, providing strong empirical support for the three research objectives and related hypotheses. Based on Hypothesis 1 (both financial and non-financial factors significantly influence employee turnover), Objective A aimed to identify the primary financial and non-financial factors contributing to employee turnover. At Fortune Zipper Bangladesh, employees generally considered inadequate compensation to be the main cause of turnover; while at Brannerson Apparel's Ltd. and Doreen Garments Ltd., employees highly identified compensation as a key financial factor. Equally important were non-financial factors such as poor working conditions, strained relationships with supervisors, and stagnant career development. Question 8 confirmed that non-financial stagnation was a decisive factor, with almost all respondents agreeing (93% said "yes, absolutely") that stagnant career development opportunities were the primary cause of employee turnover. These findings support ***Hypothesis 1***, showing that employee turnover is a combined result of unmet basic and motivational needs, not just compensation.

Objective 2 and Hypothesis 2: To test Hypothesis 2 (effective HR and communication systems minimize employee turnover), Objective B assessed the effectiveness of HR management and communication systems in reducing employee turnover. No "ineffective" ratings were given for communication channels. Fortune Zipper also achieved 100% "always effective" ratings, while Doreen and Brannerson scored 47% and 20% respectively in recognition programs. Manager-employee relationships were rated "average" (62% gave a rating of 5 to 7), indicating an average rather than excellent level. All these findings support ***Hypothesis 2***, that inconsistent implementation reduces impact, and that strong and transparent systems—especially recognition and communication—can mitigate dissatisfaction and promote stability.

<u>Objective 3 and Hypothesis 3:</u> To evaluate Hypothesis 3 (incentives and development promote employee retention), Objective C analyzed the impact of incentive programs and employee development on employee retention. All employees received training opportunities, but the levels of incentives differed: Doreen and Brannerson prioritized training and work environment, while Fortune Zipper prioritized salary and health benefits. Career development planning clarity scored 91% ("yes, absolutely important"), and 80% to 100% of respondents indicated that a fair promotion system was "very important." Respondents generally agreed strongly on the impact of work culture on reducing employee turnover. These findings confirm ***Hypothesis 3***, highlighting the effectiveness of structured incentives, open promotion, and a culture that promotes employee retention, especially as organizations mature.

5.2 Recommendations

a) Comparative Analysis of Compensation and Benefits: To address key employee motivation issues, performance-based salary increases and adequate health insurance should be provided; annual payroll audits should be conducted with similar companies in the industry.

b) Workplace Improvement: To achieve better working conditions, Doreen and Brannerson should prioritize safety audits, ergonomic improvements, and time management.

c) Recognition Program: Building on Fortune Zipper's 100% consistent recognition standards, weekly peer-nominated awards and public recognition should be formalized, with the goal of achieving a consistent 80% recognition rate within six months.

d) Transparency in Career Development Pathways: To maintain the 91% employee confidence in career development opportunities, annual career planning meetings, public promotion criteria, and competency-based promotion pathways should be formalized.

e) Excellent Communication: Implement Fortune Zipper’s highly effective communication channels (electronic bulletin boards, daily meetings) across all companies. Train managers to actively listen to improve employee relations assessments, moving them from “average” to “good.”

f) Evaluating Training Effectiveness: Transition from evaluating the training offer to evaluating outcomes; track the return on investment in training by correlating it with employee retention rates and pre-and post-training skills tests to ensure applicability.

5.3 Future Research Directions

In order to determine causal linkages that go beyond perception, we advise future research to employ an observational approach in which the actual turnover rate is monitored following the intervention. The sample should be broadened to include major corporate groupings, rural facilities, and production lines dominated by women in order to improve the findings' generalisability. Research on how automation affects skill needs and motivational elements is necessary since mechanization increases turnover. To some extent, professional development pathways and recognition can be revealed through in-depth qualitative research employing focus group interviews. A benchmark can be obtained by contrasting Bangladesh's personnel retention strategies with those of its clothing manufacturing rivals, such as Vietnam or Cambodia.

5.4 Conclusion

This study validates Hypothesis 1, clearly demonstrating that employee turnover in the Bangladeshi garment industry is due to interrelated financial (salary, benefits) and non-financial (career stagnation, lack of recognition, work environment) factors. While structured incentives, transparent promotion mechanisms, and a supportive work environment contribute to talent retention (Hypothesis 3), an effective human resource system—particularly communication and recognition mechanisms—is the key factor (Hypothesis 2). Fortune Zipper Bangladesh stands out for its recognition, communication, and clarity in professional development, and boasts a stable workforce, serving as a model of best practices. Regarding non-financial incentives, Doreen and Brannerson's findings are not optimal, indicating the need for immediate adjustments. Garment manufacturers can improve operational resilience and industry competitiveness by prioritizing competitive compensation, a culture of recognition, and transparency in professional development, thereby transforming the risk of employee turnover into lasting loyalty.

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Appendix-A

A1. Survey questionnaire

<u>**Project Report on**</u>

Employee turnover in the Bangladesh RMG sector: Causes and HR strategies to minimize it.

Report Objectives:

In order to promote organisational stability and efficiency, this study aims to identify the primary reasons for staff turnover in the Bangladesh Ready-Made Garment (RMG) industry and offer practical HR strategies to reduce it.

*__Specific objectives of the Study__

a) To identify the main financial and non-financial elements that contribute to employee turnover.
b) To evaluate how well the present HR management and communication systems lower attrition.
c) To investigate how incentive schemes and staff development initiatives affect employee retention.

The Survey Questionnaire on

Employee Turnover in the Bangladesh RMG Sector: Causes and HR Strategies to Minimize It.

Objective: To understand the causes of employee turnover in the Bangladesh RMG sector and identify effective HR strategies to minimize it. (**উদ্দেশ্য:** বাংলাদেশের আরএমজি খাতে কর্মীরা কেন চাকরি ছাড়েন তার কারণগুলো বোঝা এবং এটি কমাতে কার্যকর এইচআর কৌশলগুলো চিহ্নিত করা।)

This survey is for a university Project report. Your responses will be kept completely confidential and will only be used for academic purposes. Please answer all questions honestly. (এই জরিপটি একটি বিশ্ববিদ্যালয়ের ইন্টার্নশিপ রিপোর্টের জন্য। আপনার উত্তর সম্পূর্ণ গোপন থাকবে এবং শুধুমাত্র একাডেমিক কাজে ব্যবহার করা হবে। দয়া করে সব প্রশ্নের উত্তর সততার সাথে দিন।)

Part-A. Demographic Information (১. ব্যক্তিগত তথ্য)

1. What is your gender? (আপনার লিঙ্গ কী?)

a) Male (পুরুষ)
b) Female (মহিলা)
c) Prefer not to say (বলতে ইচ্ছুক নই)

2. What is your age range? (আপনার বয়স কত?)

a) 18 - 25 years (১৮ - ২৫ বছর)
b) 26 - 35 years (২৬ - ৩৫ বছর)
c) 36 - 45 years (৩৬ - ৪৫ বছর)
d) 46 years or above (৪৬ বছর বা তার বেশি)

3. How long have you been working at this company? (আপনি এই কোম্পানিতে কতদিন ধরে কাজ করছেন?)

a) Less than 1 year (১ বছরের কম)

b) 1 - 3 years (১ - ৩ বছর)

c) 4 - 6 years (৪ - ৬ বছর)

d) More than 6 years (৬ বছরের বেশি)

Part-B. Causes of Turnover (চাকরি ছাড়ার কারণ)

This section focuses on the main reasons employees leave. (এই অংশে, কর্মীরা চাকরি ছাড়ার প্রধান কারণগুলো নিয়ে প্রশ্ন করা হয়েছে।)

4. To what extent do you agree that your current compensation (salary and benefits) is a significant factor in employee turnover? (আপনি কি মনে করেন যে আপনার বর্তমান বেতন এবং অন্যান্য সুবিধা (যেমন: বোনাস) চাকরি ছাড়ার একটি বড় কারণ?)

a) Strongly Agree (সম্পূর্ণ একমত)

b) Agree (একমত)

c) Neutral (নিরপেক্ষ)

d) Disagree (একমত নই)

e) Strongly Disagree (সম্পূর্ণ একমত নই)

5. Do you believe that dissatisfaction with the work environment (e.g., safety, cleanliness, working hours) is a major reason for employees to leave? (আপনি কি মনে করেন যে কাজের পরিবেশ (যেমন: নিরাপত্তা, পরিষ্কার-পরিচ্ছন্নতা, কাজের সময়) নিয়ে অসন্তুষ্টি চাকরি ছাড়ার একটি প্রধান কারণ?)

a) Yes (হ্যাঁ)

b) No (না)

c) Not sure (নিশ্চিত নই)

6. How would you rate the relationship between workers and their supervisors/managers at your factory? (আপনার কারখানায় শ্রমিক এবং তাদের সুপারভাইজার/ম্যানেজারদের মধ্যে সম্পর্ক কেমন?)

a) Excellent (খুব ভালো)

b) Good (ভালো)

c) Fair (মোটামুটি)

d) Poor (খারাপ)

e) Very Poor (খুব খারাপ)

7. In your opinion, is a lack of clear career growth opportunities a significant reason for employees to leave? (আপনার মতে, ক্যারিয়ারে উন্নতির সুযোগ না থাকা কি কর্মীদের চাকরি ছাড়ার একটি বড় কারণ?)

a) Yes, definitely (হ্যাঁ, অবশ্যই)

b) Yes, to some extent (হ্যাঁ, কিছুটা)

c) No (না)

Part C: HR Practices & Their Impact (এইচআর কৌশল এবং তার প্রভাব)

This section evaluates the effectiveness of current HR practices. (এই অংশে, বর্তমান এইচআর কৌশলগুলো কতটা কার্যকর, তা যাচাই করা হয়েছে।)

8. Does your company provide regular training or skill development programs? (আপনার কোম্পানি কি নিয়মিত প্রশিক্ষণের ব্যবস্থা করে বা দক্ষতা বাড়ানোর সুযোগ দেয়?)

a) Yes (হ্যাঁ)

b) No (না)

c) I don't know (আমি জানি না)

9. How effective do you think the company's current communication channels (e.g., notice boards, meetings) are for addressing employee concerns? (কর্মীদের সমস্যা সমাধানের জন্য কোম্পানির বর্তমান যোগাযোগের মাধ্যমগুলো (যেমন: নোটিশ বোর্ড, মিটিং) কতটা কার্যকর বলে আপনি মনে করেন?)

a) Very Effective (খুব কার্যকর)

b) Effective (কার্যকর)

c) Neutral (নিরপেক্ষ)

d) Ineffective (অকার্যকর)

e) Very Ineffective (খুব অকার্যকর)

10. Do you feel there are clear opportunities for career growth and promotion within the company? (আপনি কি মনে করেন এই কোম্পানিতে ক্যারিয়ারে উন্নতি এবং পদোন্নতির স্পষ্ট সুযোগ আছে?)

a) Yes, definitely (হ্যাঁ, অবশ্যই)

b) Yes, to some extent (হ্যাঁ, কিছুটা)

c) No (না)

d) I don't know (আমি জানি না)

11. Do you receive recognition or appreciation from the management for your work? (আপনি কি আপনার কাজের জন্য ম্যানেজমেন্টের কাছ থেকে স্বীকৃতি বা প্রশংসা পান?)

a) Always (সবসময়)

b) Sometimes (মাঝে মাঝে)

c) Rarely (খুব কমই)

d) Never (কখনোই না)

Part-D. Recommended HR Strategies (এইচআর কৌশল সংক্রান্ত সুপারিশ)

This section gathers your opinions on what strategies would be most effective. (এই অংশে, কোন কৌশলগুলো সবচেয়ে কার্যকর হবে, সে বিষয়ে আপনার মতামত নেওয়া হয়েছে।)

12. Which of the following factors would most motivate you to stay with this company for a longer period? (Select up to two) (কোন দুটি বিষয় আপনাকে এই কোম্পানিতে বেশি দিন থাকতে সবচেয়ে বেশি উৎসাহিত করবে? (যেকোনো দুটি বেছে নিন))

a) Higher salary (বেশি বেতন)

b) Better health benefits (ভালো স্বাস্থ্য সুবিধা)

c) Improved working conditions (কাজের পরিবেশের উন্নতি)

d) More training opportunities (প্রশিক্ষণের আরও সুযোগ)
e) Better relationship with managers (ম্যানেজারদের সাথে ভালো সম্পর্ক)
f) Regular performance bonuses (নিয়মিত পারফরম্যান্স বোনাস)
g) Recognition and appreciation (স্বীকৃতি এবং প্রশংসা)

13. In your opinion, which of these HR strategies would be most effective in reducing employee turnover? (Select one) (আপনার মতে, কর্মীদের চাকরি ছাড়ার হার কমাতে এই এইচআর কৌশলগুলোর মধ্যে কোনটি সবচেয়ে কার্যকর হবে?) (যেকোনো একটি বেছে নিন)

a) Increasing wages and benefits (বেতন এবং সুবিধা বৃদ্ধি)
b) Improving health and safety standards (স্বাস্থ্য এবং নিরাপত্তা মানের উন্নতি)
c) Implementing better grievance handling processes (ভালো অভিযোগ সমাধানের পদ্ধতি চালু করা)
d) Providing more opportunities for promotion (পদোন্নতির আরও সুযোগ দেওয়া)
e) Introducing employee recognition programs (কর্মীদের স্বীকৃতি দেওয়ার প্রোগ্রাম চালু করা)

14. How important are fair promotion policies in your decision to continue working here? (এখানে কাজ চালিয়ে যাওয়ার আপনার সিদ্ধান্তের ক্ষেত্রে সুষ্ঠু পদোন্নতি নীতিগুলো কতটা গুরুত্বপূর্ণ?)

a) Very Important (খুব গুরুত্বপূর্ণ)
b) Important (গুরুত্বপূর্ণ)
c) Neutral (নিরপেক্ষ)
d) Not Important (গুরুত্বপূর্ণ নয়)
e) Not Important at all (একেবারেই গুরুত্বপূর্ণ নয়)

15. To what extent do you agree that a positive and supportive work culture can significantly reduce employee turnover? (আপনি কি মনে করেন যে একটি ইতিবাচক এবং সহায়ক কাজের সংস্কৃতি কর্মীদের চাকরি ছাড়ার হার উল্লেখযোগ্যভাবে কমাতে পারে?)

a) Strongly Agree (সম্পূর্ণ একমত)
b) Agree (একমত)
c) Neutral (নিরপেক্ষ)
d) Disagree (একমত নই)
e) Strongly Disagree (সম্পূর্ণ একমত নই)

Thank you for your valuable time and participation!

(আপনার মূল্যবান সময় এবং অংশগ্রহণের জন্য আপনাকে ধন্যবাদ!)